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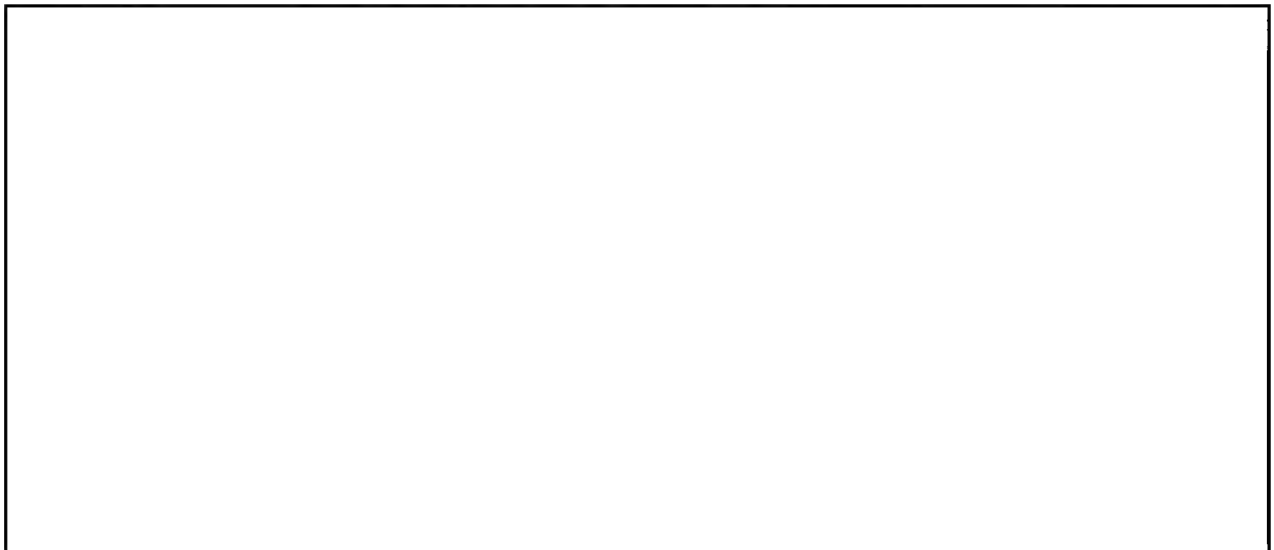
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Date: 13 MAR 1978 By:

MEMORANDUM FOR: Director of Training

SUBJECT : Weekly Report #32
Assessment and Evaluation Staff
6 - 12 August 1958

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3. Chief, A&E met with Chief and Deputy Chief/POD/OP for the purpose of finding out personnel policies concerning couriers and RI analysts. The basic problem is whether to hire people with the kind of ability which will keep them satisfied with these jobs or whether those hired should have potential to rotate out. At the present time, the Office of Personnel is operating on the latter basis for couriers. For RI analysts, both types of applicants are at the present time being considered. Because of the policy concerning couriers, the A&E Staff will provide special information to POD/OP concerning those who really have potential to rotate.

4. During an OTR Career Service Board Meeting, brief mention was made of three JOT's who had found themselves unsuited for their DD/P assignments, and had transferred to other components of the Agency. DTR suggested that AES might interview these individuals to determine some of the reasons for their decisions. It was anticipated that the information gained might provide valuable insight in making recommendations for assigning JOT's to the different Agency components. DC/AES interviewed the individuals involved, and the following are the results in brief:

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-2-

a. The first JOT, who has been on board about two years, stated that his pre-Agency training and his interests had always been in administration and personnel. However, the atmosphere within the JOT program was such that he believed DD/P-type training would be a great advantage to anyone who eventually intended to go into DD/S. After eighteen months in DD/P, he decided that his decision had probably been wrong. He found that operational supervisors were unwilling to spend considerable effort training a JOT who planned eventually to go into DD/S when they could train some other JOT who planned to remain there as a career. Also, he found that his colleagues who had gone to DD/S were not handicapped by the lack of DD/P training. Although there were no ethical considerations involved in leaving the Clandestine Service, he stated that he did not like to be in a position where he had to deceive his neighbors and his wife as to what he was doing. In DD/P he found a heavy emphasis upon the "superficial aspects" of the business rather than upon the information the Agency is trying to obtain.

b. The second JOT who has been on board for about two and one half years, stated that he had never had a DD/P-type assignment. From the first, he always intended to go into the DD/I because he enjoyed that type of work and felt that it best suited his out-going temperament. He did not believe that he was temperamentally suited to engage in covert activities which required the use of aliases and cover stories. He did not believe that the values and ethics are a problem for JOT's when they attempt to choose between DD/P and DD/I. However, he did feel the informal pressures that arise from the JOT group and the OTR instructional staff create the expectation in the JOT's that they should choose DD/P. He felt that this was the case even when people had training and interests which best suited them for personnel and administrative work.

c. The third JOT, who had been on board since the fall of 1957, had served three months in the DD/P. This assignment had been made at his request. At the end of that period he requested assignment to DD/I because he did not feel that his academic knowledge, language and area training, could be as fully used in DD/P as in DD/I. Ethical considerations had been a factor in his case. He believes in a no-holds-barred policy against the Soviets. 25X1

The information gained from these interviews is of sufficient interest that a sample interview with individuals who have selected DD/I for assignment is being considered. This should provide realistic criteria for judging suitability for assignment of JOT's to the different components.

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-3-

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25X1 2. JOT Training Program: IOC. Following upon discussions with [redacted] is drafting several new testing notions for the IOC Phase of the JOT program. If these meet with instructor approval, they will be tried out in the September offering of the regular course. This is a "consumation greatly to be desired": The JOT's will "need" new testing material during the Headquarters training phase, and it is highly desirable to get some experience with it, using ordinary Agency groups. In this way, we can establish some confidence in the material, before the JOT's proceed to "blow the top" off the norms.

25X1 3. [redacted] on Thursday, for an interim discussion of [redacted] present project. At the request of CF/OS, [redacted] is reviewing the Operations Course evaluation program in toto, leading to recommendations for improving the understanding and acceptability of the evaluation effort.

[redacted]
Chief, Assessment and Evaluation Staff

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